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26 May 1965

MEMORANDUM FOR THE RECORD

SUBJECT: DDI Meeting to Discuss some Aspects of the 15-year Plan

1. On 25 May Paul Borel chaired a meeting of representatives from each of the Offices and Staffs in the DD/I to discuss some aspects of the 15-year plan for intelligence that has been initiated by the DCI. The two papers attached to this memorandum were distributed. The discussion which was very unorganized and somewhat confusing was intended to present some additional information and to elicit suggested changes and thoughts on the categories of the intelligence production program that would be used for presenting the manpower and fiscal requirements for the DD/I over the next fifteen years. What follows are some rather disjointed notes of what occurred at the meeting.

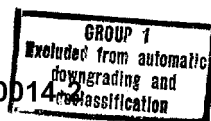
2. Mr. Borel stated that something was due to the DCI or John Clarke on Friday 28 May. It was not too clear what it was that was to be submitted but from the discussion it appeared to be comments on attachment 1, to this memorandum, particularly the page titled Sample, Attachment B, INTELLIGENCE PRODUCTION. He also made the following points:

a. The DCI has dictated some material on the general concepts and purpose of the 15-year plan; i.e., three 5-year periods; the first five years by year.

b. The plan will cover the entire intelligence community and will be presented to USIB for comment and approval.

c. After the Program has been agreed to it will serve as basis for planning -- phasing-in and out of capabilities and serve as basis for budget statements. End product will reflect requirements for bodies and dollars.

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d. The plan will have the following outlines:

- (1) General Purpose (DCI)
- (2) Political Assumptions (Kent)
- (3) Major Intelligence Objectives (to have been settled by c.o.b. 25th)
- (4) Attachments Covering Functional Areas

There was very little discussion of the first three items -- most of the discussion was on attachment B (referred to above), which was a sample of the headings which would be included under the "Intelligence Production" function.

3. The headings under Intelligence Production had been drawn up by John Clarke based on the current categories used in budget justification. In that sense they include several ways of classifying intelligence production; for example, bodies or dollars could be assigned to national intelligence and current intelligence on the one hand, while at the same time these products involve S&T, economic, and/or military intelligence, etc. The main discussion was on how to classify "Intelligence Production". It was clear that the original system (attachment B) was overlapping and did not include political intelligence. There was general agreement that a geographic breakdown (e.g., USSR, Communist China, etc) made sense, and was a major way in which the classification should be made. It was also agreed that S&T, economic, military, and with political added, made another useful kind of classification.

4. After considerable discussion, there was general agreement to propose showing intelligence production in a grid listing national intelligence, current intelligence, basic intelligence -- "Office of Origin" -- on one side of a matrix and S&T, economic, military, and political on the other; thus showing the distribution of resources both ways. This would be arranged under a primary geographical classification, that is, there would be a sheet on the USSR, one on Communist China, etc. There was general agreement that administrative overhead would not be prorated over this particular kind of listing. The grid would show in a sense only "direct" personnel assigned to these functions.

5. At this point Boral had to leave and the meeting ended with a suggestion on his part that perhaps some people might wish to take it upon themselves to work out other approaches or perhaps advanced approaches. [REDACTED] for example, had proposed a different kind of geographical listing from that shown. It was unclear what steps would follow, except that Offices would "be kept informed."

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6. Random Points and Comments

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a. [redacted] described the various problems encountered by the DoD in setting up an over-all management plan of the kind visualized here. He explained that the major aim in DoD was to assign money and personnel on a mission-related basis regardless of service of origin so that programs as a whole could be evaluated and monitored. The categories in the draft which are called "Functions" under Organization in a sense are like the missions of the DoD. In the DoD, information is classified so that it is possible to break it out on a service basis or category basis (procurement, R&D, etc.) if needed. He suggested that this kind of flexibility be a major aim in setting up the program here. There was general agreement on this point.

b. The present samples and general organization have been heavily influenced by Clarke on the one hand, and Wheelon and the DDS&T in general on the other, both of whom work on programs that are set up along the lines shown.

c. OO thought it would be difficult to distribute a service [redacted] along either a functional or geographic basis as indicated. However, it was assumed that some arbitrary division of effort could be made.

[redacted]  
Chief, Programs Division, ORR

Attachments  
As Stated

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Distribution:

Orig. -- AD/RR  
1 -- Ch/E *w/o attach*  
✓ 1 -- Ch/G *w/o attach*  
1 -- Ch/St/A *w/o attach*  
1 -- Ch/D/P *w/o attach*  
2 -- Ch/M